

From: David Taugher [davidtaugher@taugher.com]
Sent: Sunday, March 27, 2011 9:56 PM
To: Jeffrey Mullan (jeffrey.mullan@state.ma.us)
Subject: I am not a lawyer
Jeff-

Some confirmation that you did the right thing, with maybe more to do.....

Facts:

1. **Yesterday I read the Globe article and noted where DHD#6 figured a complete replacement of lights might be as much as \$200MM in Feb early on.**
2. **9 days ago when I spent the morning with FT and Tom B. at one point in FT's office, Tom said, "What if they find out to fix the whole thing may be as much as \$200MM?"**
3. **FT was listening to the whole conversation.**

Conclusions:

1. **Tom B. got that \$200MM number from somewhere, and I think it may have come from DHD#6 back in February.**
2. **If Tom B. knew the estimate to replace all the lights early on, he must have known that lighting fell and there were CA/T lighting issues.**
3. **How would Tom B. know all this, and not FT? Not possible. Conversations took place. Nothing aggressive came of them.**

Questions:

1. **Why would Tom B. know all this and stand by- not talking with you (or Susan, or Joe, or anybody that would get to you immediately) Protect FT?**
2. **How deep does the culture go where nobody says anything, even when they know they should? The power of Luisa's management style? A culture of 'no communication.**
3. **There's a reason why Highway is so far behind in transportation reform. Maybe there is nobody there that wants to reform?**

1972-1974 History:

1. **Haldenman knew all along and did nothing.**
2. **Erlichman knew as well, and was in a position to do something, but did not.**
3. **Both went down.**
4. **Highway has no John Dean.**

Frank D. has his hands full. Ken in charge of assessment (and Amy if she steps up) could really blow the lid off of MassDOT's slowest learner- Highway.

C. David Taugher, Ph.D.
Change Catalyst Consulting
756 Canton Avenue
Milton, MA 02186

617.312.3034